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PROGRAMME PLANNING

Country and intercountry programmes and projects

THIRD COUNTRY PROGRAMME FOR ZIMBABWE

Programme period	Resources	$
1992-1996	IPF	18 300 000
	Estimated cost-sharing	141 000
	TOTAL	18 441 000

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I. DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES

A. Current socio-economic situation

1. Since independence in 1980, considerable progress has been made in the areas of education, health, population and smallholder agriculture. In education, primary enrolment rose from 1.2 million children in 1980 to 2.2 million in 1989, and secondary enrolment rose from 74,000 to 671,000. The achievements in health and population during the 1980s have also been impressive. The percentage of children fully immunized has more than tripled (rising from 25 per cent to 86 per cent); infant mortality has declined from 86 to 62 per 1,000 births, while life expectancy has increased from 55 to 59 years. The population growth rate has fallen from 3.1 per cent to an estimated 2.8 per cent. In terms of the Human Development Index (0.397), Zimbabwe ranks among the top 10 African countries.

2. Despite the world economic recession and a series of droughts, compounded by the pressing tasks of reconstruction, resettlement and rehabilitation, impressive progress was recorded at the social level. Although at independence the minority-dominated semi-industrialized economy was relatively diversified and served by a well-developed infrastructure, it failed to cater for the needs of the majority. Efforts were therefore made to rectify some of the social inequities of the past by redistributing income through government expenditure, minimum wages, price controls, and redirection of credit and services to the rural population. The small farmers' share of marketed maize, the main crop, rose from zero in 1980 to more than 70 per cent in 1989.

3. Nevertheless, economic growth has been limited and lags behind population growth (GDP grew on an average of 3 per cent in the 1980s). Per capita GDP has been stable at $580. Economic growth was enormously influenced by the severe drought that affected the country and the region in the period 1991-1992 (the worst in living memory). Economic growth estimated for 1992 is very low when compared to the rate of 3.2 per cent in 1991. Agricultural output is expected to decline by 35 per cent in real terms, and the overall performance of the economy is expected to decline by between 9 and 12 per cent of GDP, which implies a sharp reduction in per capita income.

4. The devastating drought occurred during the first year of the economic reform made necessary by serious imbalances in the macroeconomic indicators. A large public-sector deficit (10 per cent of GDP during much of the 1980s) and a system of direct government controls and regulations in the trade, monetary, financial and fiscal sectors resulted in a lack of confidence in the country's economy. Policy discouraged investment, which contributed to an unemployment rate of 26 per cent in 1989. Inflation has averaged close to 15 per cent in recent years, but in 1991-1992 it is expected to average 45 per cent. In short, Zimbabwe must adopt policies which will generate sustainable growth as a basis for increasing living standards, expanding employment and continued action to counter social inequities.

B. National development objectives and strategies

5. The Transitional National Development Plan and the First Five-year National Development Plan were formulated in an economic and social environment in which government controls were the order of the day and priorities lay in the protection of the economy. The Government is now embarked on far-reaching socio-economic reforms in order to establish an appropriate climate for the realization of new socio-economic development goals, which are the main thrust of the Second Five-year National Development Plan (1991-1995). Under that Plan an economic policy reform programme, known also as Economic Structural Adjustment Programme (ESAP), is introduced. This programme encompasses fiscal, monetary, legal and institutional reforms targeted to promote productive investment and to create employment with a view to the achievement of dynamic, sustainable growth and more equitable income distribution.

6. Although ESAP is central to the Plan, the reforms comprising it are unlike the standard stabilization or adjustment programmes implemented by many other countries. The Programme is aimed not only at stabilizing public finances and balancing external sector accounts, but rather at restructuring the entire economy across the board in a development-oriented approach.

7. The Plan emphasizes rural development as a basis for the alleviation of poverty, justifying the recent approval of the Land Acquisition Act and a certain number of labour laws, which address income distribution in the formal sector. In this regard, an important role is foreseen for non-governmental and labour organizations, which are expected to promote the service of women and youth as a powerful force, in the execution of development programmes and projects. In the area of human development, Zimbabwe's most pressing concerns relate to underemployment and unemployment. The impressive commitment of the Government to the priority sectors will be strengthened by policies governing employment generation.

8. ESAP was designed to help to revitalize Zimbabwe's economy and to place it on a sound economic footing by targeting growth of 5 per cent of GDP per year in real terms and advocating a savings ratio of at least 25 per cent of GDP. In addition it aims at reducing the budget deficit to below 5 per cent of GDP by the period 1994-1995, increasing export sales, strengthening investment and promoting the generation of employment. The Government recognizes, however, that the drought has slowed the pace of the reform and stands ready to review its targets.

9. The main characteristic of the Programme is that it is "home-grown", having been designed by the Government, taking linkages with other dimensions in a development-oriented approach into account from the very beginning. While the poor are expected to benefit substantially from the Programme over the medium-to-long term, the most vulnerable groups of the population are likely to be adversely affected in the short term, especially during the first three years. The Government plans to shield disadvantaged and vulnerable groups from a decline in welfare as a result of increased unemployment,

inflation and local service cut-backs and cost-recovery incomes. One of the Government's initiatives in this respect has been the establishment of a social fund which will be used to pay the health and education fees of those adversely affected and to defray the costs of subsidies for maize meal provided for under the Programme. The Fund will also be used for the promotion and creation of employment through small-scale micro-projects and public work programmes. In its first year of operation, it has been used primarily for subsidizing the school fees of children from low-income families, with support mainly from the African Development Fund, the World Bank and the Government of Sweden.

10. The Plan also provides for a set of policies relating to population planning, regional development, rural and urban development, environmental conservation and the promotion of science and technology.

II. EXTERNAL COOPERATION

A. Role of external cooperation

11. In 1990, Zimbabwe received a total of $319 million in development assistance, representing an increase of 28 per cent over previous years. As acknowledged at the first Consultative Group Meeting for Zimbabwe, held in Paris in February 1992, the implementation of the reform programme makes additional external finance necessary. Total external financing needs for the 1991-1993 period are estimated at about $8.9 billion. Those requirements included the need for imports showing growth of about 8 per cent a year in real terms in 1991 and 1992 and of 4 per cent in 1993 and for build-up reserves. Donors at the Paris meeting pledged a total of close to $1.2 billion towards the $1.7 billion requested for the 1991-1993 period. The remainder will either be generated by Zimbabwe or will be provided through foreign investment.

12. The 1992 drought is ravaging agricultural production, endangering the country's water supply, exacerbating environmental problems, especially in the southern part of the country, and contributing to erosion in communal areas all over. Additional emergency and relief assistance from the donor community is essential for reinforcing the commitment to the reforms and protecting vulnerable groups. According to government estimates, food aid for 5.4 million people is now needed. Additional import requirements for food, water-supply equipment and inputs for the recovery of the agricultural sector are currently estimated at $600 million, foreshadowing a significant deterioration in the balance of payments for 1992.

13. The Government expects that in addition to their contributions to capital assistance and investments, donors will support technical cooperation programmes by creating more institutional and professional capacities. This objective can be attained only if present activities are redirected from fragmented, narrowly focused projects to programme-oriented support of the

conceptualization, design and implementation of national development programmes.

B. Coordination of technical cooperation

14. The Ministry of Finance is the main agency for the coordination of cooperation. It is responsible for coordinating economic policy issues, the national budget, public sectors, investment programmes and international cooperation activities. The National Planning Agency evaluates all projects prior to their approval, ensuring consistency with development plans, while the Reserve Bank plays a pivotal role in the monitoring and management of capital inflows and external debt.

15. UNDP participates in some government activities relating to the coordination of cooperation. In addition, Zimbabwe has joined the Consultative Group mechanism, led by the World Bank, which provides another opportunity for annual consultations at the higher level. At the sector level, several donor conferences have been or will be convened to review sectoral and micro-development policy strategies and to provide a framework for more effective use of donors' resources in line with the capacity-building approach and the promotion of sustainable development. As far as the drought is concerned, it is expected that following the donors' conference in Geneva in June 1992, several coordination meetings will be convened in Harare to follow up on the situation.

16. With regard to coordination within the United Nations system, a workshop was held in Nyanga in March 1992 with the participation of representatives of all United Nations agencies represented in Harare and senior government officials. The workshop was instrumental in assessing the applicability of an integrated approach to ESAP by the United Nations agencies. The priority areas identified at the workshop respond fully to the policies stated in the Programme. UNICEF assistance to Zimbabwe will concentrate on the social dimensions of adjustment, complementing UNDP cooperation and in some cases, promoting the same programme modalities. UNICEF will also act as the coordinating agency for the Supplementary Feeding Scheme. UNFPA will help the Government with its population activities, policy formulation and training in demography and with the organization of a census to be held in 1992. UNIFEM has a strong regional programme based at Harare, from which the country is benefiting. The WID programme objective is to enable women to increase food availability through better agricultural techniques for production, processing and distribution. UNIFEM will also help the Government in the development of a gender-sensitive strategy related to agriculture and food security. Finally, WFP, together with UNDP, will play a key role in the coordination of cooperation related to the drought. WFP is considering supplementary feeding schemes for the disadvantaged and agricultural recovery projects.

III. THE COUNTRY PROGRAMME

A. Assessment of the second programme

17. Since 1980, when Zimbabwe celebrated its independence, UNDP has been cooperating with the Government in critical areas of the country's development planning. This is reflected by the UNDP/UNCTAD-sponsored Zimbabwe Conference on Reconstruction and Development (ZIMCORD), held at Harare in March 1981, and by the support provided by UNDP to the preparation of the Transitional National Development Plan, the First Five-year National Development Plan, the Trade Liberalization Policy and, more recently, the Framework for Economic Reform and the Second Five-year National Development Plan. In addition, UNDP support has played a key role in the coordination of cooperation, debt management, constitutional reform and the establishment of the National Planning Agency. As part of the effort to control the country's external debt, a UNDP-funded project assisted the Reserve Bank in the establishment of a computerized system for the registration and analysis of external debt and for strengthening the Government's institutional capacity. The culmination of this 10-year partnership has been the establishment of ESAP and a stronger institutional capacity.

18. During the fourth programming cycle, the second country programme for Zimbabwe (1987-1992) had six subject areas accompanied by many small projects. In 1988, following government approval of a second volume of its First Plan, UNDP-funded activities were regrouped into three subject areas: planning and management; agriculture; transport and communications and global thematic support activities. The mid-term review proposed a set of measures to increase delivery and improve the effectiveness of projects, including the establishment of a closer link to UNDP programmes such as SAATA, TCDC and WID; its NGO-related activities and its private-sector and environmental initiatives. In addition, the number of integrated projects were increased and their implementation modalities adjusted. Difficulties with national execution, which represented 35 per cent of the project commitments, were addressed with the assistance of United Nations agencies. A workshop on national execution rules and procedures was held to enhance the role of the Government in the assessment of the capacities of departments and institutions to execute projects.

B. Proposals for UNDP cooperation

1. The preparation process

19. The continuous dialogue between the Government and UNDP was the most important element in the preparation of the third country programme. The preparation process also benefited from meetings to coordinate donor cooperation organized by the Government and UNDP and from the cooperation of the World Bank in the preparation of the first Consultative Group Meeting for Zimbabwe and in the drafting of a series of sector assessment papers prepared by it and some other United Nations agencies.

20. Drawing from the six priority subject areas selected for the fifth programming cycle by the UNDP Governing Council, an advisory note containing UNDP's proposals for the third country programme for Zimbabwe was extensively discussed at various levels. UNDP's proposals for a more focused programme were endorsed, and agreement reached on the following subject areas: economic management, employment generation and long-term environmental sustainability and natural resources development. However, a more dynamic development objective for the programme and the fine-tuning of certain strategies and subject areas were proposed. The programmes of the United Nations agencies were seen to complement the country programme.

2. Strategy for UNDP cooperation

21. In view of the benefits accruing from the adjustments introduced through UNDP's furtherance of the goals of the Second Five-year National Development Plan, additional UNDP resources are being sought for key areas of the Economic Structural Adjustment Programme. It is expected that activities identified under the third country programme will have a maximum impact in that they will complement the Government's own resources and those provided by other donors.

22. The main objective of the third country programme is to provide support in the attainment of economic growth to sustain and further enrich human development through new policies. In working towards this objective, the country programme takes into account Governing Council decision 90/34, in which provision is made for the multi-sectoral subject areas selected by the Council. It is considered that UNDP support can contribute to the formulation of specific strategies for capacity-building and promote awareness of the need for a better linkage between the macro- and micro-levels of cooperation for development, taking advantage of Zimbabwe's well-developed grass-roots network and of the Government's interest in a more participatory approach, especially in the rural sector. The capabilities available through UNDP will be concentrated in the areas of policy advice, the coordination of cooperation and the mobilization and management of resources in such a way as to make the most of its comparative advantages and its role as a catalyst.

23. Instruments resulting from the new development approaches proposed in United Nations General Assembly resolution 44/211 will help to strengthen the Government's capacity for resource mobilization and for more effective action. Among the measures under review are the establishment of the programme approach, the revamping of national execution, the revitalization of the long-term planning process and the launching of a human development initiative.

24. Activities will be gender sensitive. For example, every attempt will be made to identify, train, promote and make full use of outstanding women professionals and managers. Senior professionals and managers enlisted in the economic management programme will be given a better understanding of its gender implications so that they can be addressed as an across-the-board concern.

3. Areas of concentration selected for UNDP cooperation

25. In accordance with the programme approach methodology and the proposals contained in the UNDP advisory note, the Government of Zimbabwe has selected the following three subject areas for the third country programme: economic management, income generation and long-term environmental sustainability and natural resources development. These areas are expected to absorb, respectively, 42.1 per cent, 42.7 per cent and 4.4 per cent of the resources made available. The environmental area will benefit from an additional contribution of at least 13 million dollars from the Global Environment Facility (GEF). Each of these areas is expected to respond to specific targets of the Second Five-year National Development Plan.

26. Economic management. The Government would like UNDP activities in this area to continue to support the Economic Structural Adjustment Programme (ESAP), which UNDP cooperation helped to design. This support would cover a wide range of activities, including management of the adjustment process, public enterprise reform, public administration reform, management of the external debt, coordination of aid, the promotion of exports, fiscal reform and employment and manpower planning.

27. The programme objective will be the establishment of an ESAP-related institutional capacity within the Ministry of Finance. Steps already taken in this direction include the establishment of a monitoring and implementation unit in the Ministry; an institutional framework in which several government agencies participate has also been initiated. The monitoring and implementation unit will work in close cooperation with the National Planning Agency, which already benefits from UNDP support. Further UNDP support is being sought primarily for policy design and for the provision of decision makers with access to the kind of information required for implementing and monitoring ESAP. It is expected that extensive use will be made of expertise in the coordination and monitoring of economic reform programmes, trade liberalization programmes and fiscal reforms, the operation of public enterprises, financial policies, economic deregulation measures and the definition of the social dimensions of adjustment. Special emphasis will also be placed on efforts to assess the viability of 10 of the most important public enterprises to inform decisions taken by the Government to reform the operation of public enterprises.

28. The reduction of the public-sector deficit from its current high level of over 9 per cent of GDP to one of less than 5 per cent by 1994-1995 is central to and critical for the successful implementation of ESAP. To this end, the Government is committed to embarking on a public administration reform. UNDP will assist the Government in the overall implementation of reforms to improve cost and performance management, increase productivity, develop human resources and reduce the size of the civil service. It is expected that at the end of the period covered by the second five-year Plan, the various government ministries and agencies will have operational performance management systems and the installed capacity to implement them which will facilitate identification of duplication of functions and provide the basis

for redundancy-reassignment programmes with appropriate training where necessary. This reform will also provide for the total retrenchment of 14,000 civil servants and for the adjustments which such a retrenchment imposes.

29. The Government is fully aware that if ESAP is to be sustainable and debt payments are to be kept within manageable limits, Official Development Assistance must be carefully monitored. Hence the need for UNDP cooperation in reviewing the aid coordination system, which may lead to the introduction of new monitoring techniques. What is required is a comprehensive technical cooperation programme with a concomitant portfolio of projects for improving and rationalizing the Government's aid coordination monitoring system.

30. Assistance is being provided by various ongoing UNDP projects in the establishment of policies in accordance with ESAP, including one project in the area of employment and manpower planning, which will help to establish a better integrated and more gender-sensitive manpower and planning process for effectively tackling the growing unemployment problem. Other areas covered by ongoing projects include export promotion and fiscal reform.

31. UNDP is acting alone in assisting the monitoring and implementation of ESAP and in assessing public enterprises. On the other hand, its contribution to public administration will supplement the efforts of other donors, including the United Kingdom, Sweden, the Commonwealth Fund and the World Bank, most of which will concentrate on training activities.

32. Income generation. High priority will be given to the generation of employment under the second five-year Plan. Support will be given to incentives to small-scale business, in both the urban and the rural sectors, and to various schemes relating to employment in the informal sector. During the first years of the Plan increased unemployment will occur in both the public and private sectors. It is expected that the revitalization of investment activity will generate new jobs on a substantial scale only in the second half of the Plan period.

33. Implementation of any economic reform must be accompanied by a programme covering the social dimensions of adjustment in order to address the problem of hardship among the most vulnerable groups. Land pressure, poor resource endowment, lack of appropriate technologies and poor farmer skills are some of the major reasons for the existence of low productivity and incomes in rural areas. The promotion of integrated farming systems on communal lands and the expansion of the production sector through the promotion of private ownership and the efficient utilization of the domestic resource base are the central objectives of the income-generation activities to be supported by UNDP. The extensive use of non-governmental organizations should help to ensure the adoption of a more grass-roots-oriented approach, in which advantage is taken of existing capacity for participatory development initiatives.

34. To achieve the objectives of the social dimensions programme, the Government will use UNDP assistance to, inter alia, support AGRITEX, its rural extension agency, which is designed to support small farmers in communal areas

within the framework of a land resettlement programme by improving their farming skills. Other donors, including Japan, the Netherlands, the United Kingdom and Norway, are channelling funds and experts to implement programmes in irrigation, horticulture, water supply and sanitation. On completion of the programme, it is expected that the needs of target groups (poor farmers and women in particular) will have been assessed, extension messages developed and farming technologies introduced under the integrated farming systems approach.

35. Lack of transport facilities is another constraint to the agricultural output of many rural areas, also impeding the distribution of food to the poorest areas. The programme relating to the social dimensions of development will include a special element on low-cost rural transport devices which will finance 40 or 50 workshops providing demonstrations of and training in wheel-bending and other techniques permitting local manufacture and maintenance of scotchcarts and other rural transport devices.

36. These income-generation activities include ongoing regulatory reforms in such areas as zoning, licensing, foreign exchange allocations, government procurement practices and taxation, which will help to promote employment by contributing to the emergence of small-scale industries. The Government plans to ensure that the informal sector makes a major contribution to the generation of employment and the promotion of non-traditional exports. UNDP/UNIDO will assist the Government in elaborating a policy for small-scale industries through training and advice in support of institutions and entrepreneurs. The EMPRETEC Programme for providing training each year for approximately 50 entrepreneurs involved in promising export and manufacturing ventures completes the UNDP cooperation available in this area.

37. Long-term environmental sustainability and natural resources development. In 1987, the Government published a national conservation strategy document, which provides the basis for sustainable resource exploitation in agriculture, forestry, mining and infrastructural development. The main policies set forth in the document were integrated into the second five-year development Plan. Government environmental strategy is aimed at redressing the historical legacy of unequal resource allocation, which is characterized by a land distribution pattern of rural peasant populations concentrated in marginal agro-ecological regions. Land redistribution, conservation and rehabilitation are the key issues where the achievement of sustainable development is concerned. A national sustainable development action plan is being developed in conformity with Agenda 21 of the United Nations Conference on Environment and Development.

38. The Government is according priority to developing and strengthening linkages between national and local structures in environment and development and has plans to streamline the environmental, institutional and legislative framework. The key elements of the new strategy include: (a) Measures to enhance environmental legislation and environmental management; (b) development of an environmental information database to service all sectors; (c) formulation and implementation of programmes relating to land

reform and investment in communal areas in order to encourage accountability among farmers in those areas; (d) measures to increase public awareness of environmental problems and to promote capacity-building in the area of the environment by such means as the strengthening of training institutions and equipping them to include environmental studies; and (e) the inclusion of NGOs, private-sector and local structures and other groups in the design and implementation of environmental programmes.

39. UNDP is already helping the Government in the implementation of the national conservation strategy it helped to design and plans to sponsor a donors' conference to be organized for the purpose of bringing more donors into the process. The most active bilateral donors in the environmental area are Canada, Sweden and Norway. Under the third country programme, special attention will be given to monitoring and coordinating the sectoral development projects proposed at this conference.

40. The Zimbabwe GEF project entitled Photovoltaics for household and community use falls under the heading "reduction of greenhouse gas emissions", one of the four basic priorities of GEF. The project consists in a pilot demonstration of the feasibility of an alternative source of electricity based on an environmentally benign technology using solar energy. The long-term objective is to reduce gas emissions thereby lessening global warming through the gradual displacement of the conventional fossil-fuel-based technology used to generate power.

C. Cooperation outside selected areas of concentration

41. Zimbabwe has registered one of the greatest increases in the number of reported cases testing HIV-positive and AIDS patients. It is imperative that the allocation of resources for sustainable development take this sad reality into account and that AIDS be regarded as a major impediment to the country's socio-economic performance. UNDP is already helping the Government to establish a national AIDS programme that should play a catalytic role in mobilizing funds and promoting awareness of consequences of this disease. Funds provided by a number of donors, including the United Kingdom, Sweden, Denmark, Canada and the European Community, and technical expertise supplied by UNFPA, UNICEF and WIPO are expected to cover most of the strategic needs of this programme. The Government hopes UNDP will continue to support the overall coordinating mechanisms.

D. Implementation and management arrangements

42. The Government is committed to national execution. Approximately 40 per cent of the total IPF has been earmarked for national execution in the areas of economic management and long-term environmental sustainability. A workshop held in 1990 helped to prepare the ground for an increase in national execution.

43. The Government intends to streamline programme supervision and management along the lines already agreed to with UNDP in the mid-term review of the second country programme in the areas of programming policy and operational issues, impact and quality of project implementation and the Government's general capacity for executing a UNDP programme. The Government will place greater emphasis on national execution wherever possible and on the assignment of operational counterparts to ensure greater internalization, sustainability and accountability. United Nations Volunteers will continue to be used. The presence of a UNV/DDS office in Harare will ensure that their contribution to the overall UNDP programme increases.

44. Since Zimbabwe is a focal point for various regional projects, it will be possible to enhance the UNDP input in various programme modalities, such as TCDC and NGO-led initiatives. For this purpose, it is important to expand the role of the Africa 2000 Network already present in Zimbabwe. Technical Support Services will strengthen the participation of United Nations agencies at policy and project level prior to implementation. Coordination arrangements within the United Nations family as established by the United Nations Resident Coordinator will facilitate dialogue with the Government, making the contribution of the United Nations system to ESAP more visible.

45. Zimbabwe is playing a pivotal role in the development of the newly created Southern African Development Community. Its geographical location, its strong economic links with most of its neighbours and the strengths of its production sector put it at the centre of some important regional negotiations. The Government would like UNDP to take this important policy dimension into account helping to establish a closer link between some of the programmes and projects related to UNDP cooperation and the initiatives taken by the Development Community to further regional integration.

Annex I

FINANCIAL SUMMARY

I. ESTIMATED RESOURCES (IPF + cost-sharing) TAKEN INTO ACCOUNT FOR PROGRAMMING

	(Thousands of dollars)	
Carry-over from fourth cycle IPF/2nd CP	(467)	
Fifth cycle IPF	23 796	
Estimated expenditure for 1992	(5 029)	
Subtotal IPF		18 300
Project cost-sharing (Government)	-	
Project cost-sharing (third-party)	141	
Programme cost-sharing	-	
Subtotal cost-sharing		141
TOTAL		18 441

II. ALLOCATION OF RESOURCES (IPF + cost-sharing) BY AREA OF CONCENTRATION

	Thousands of dollars			Percentage of total resources
Area of concentration	IPF	Cost-sharing	Total	
Economic management	7 765	-	7 765	42.1
Income generation	7 865	-	7 865	42.7
Environment/natural resources	820	-	820	4.4
Other	20	141	161	.9
Subtotal	16 470	141	16 611	90.1
Unprogrammed reserve	1 830	-	1 830	9.9
TOTAL	18 300	141	18 441	100.0

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III. COMPLEMENTARY ASSISTANCE FROM OTHER SOURCES USED IN AREAS OF CONCENTRATION

(Thousands of dollars)

A. UNDP-administered funds	
SPR	2 000
UNCDF	-
UNSO	-
UNIFEM	7 000
United Nations Revolving fund for Natural Resources Exploration	-
United Nations Fund for Science and Technology	-
Global Environment Facility (GEF)	8 000
Subtotal	17 000
B. Other United Nations resources	
JCGP participating agencies	
UNFPA	8 000
UNICEF	14 000
WFP	-
IFAD	10 000
Other United Nations agencies (non-UNDP financed)	5 000
Subtotal	37 000
Total non-core and other United Nations resources	54 000
C. Non-United Nations resources	-
TOTAL	54 000

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Annex II

PROGRAMME MATRIX a/

Area of concentration	Area of focus b/					
	Poverty eradication and grass-roots development	Environmental and natural resource management	Management development	TCDC	Transfer and adaptation of technology	WID
I. Economic management						
Trade and domestic regulatory reform	*		*			
Fiscal and monetary reform and improved efficiency of public sector	*	*	*	*	*	
Aid coordination	*		*			
Manpower planning	*	*	*		*	
II. Income generation						
Social dimension of adjustment	*	*	*	*	*	
Rural development	*	*		*	*	*
Small-scale enterprises	*	*	*	*	*	*
III. Environmental sustainability						
Environmental action plan	*	*			*	
Energy usage	*	*	*	*	*	*

a/ Administered jointly with the World Bank and UNEP.

b/ Asterisks indicate major linkage only.